

# THE CORNELL HOTEL AND RESTAURANT ADMINISTRATION QUARTERLY

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**Restaurant Managers: What Do They Really Do?**, by Dennis H. Ferguson and Florence Berger. Restaurant managers are constantly interrupted by telephone calls and informal meetings. So when do they have a chance for the classic management functions of planning, organizing, coordinating, and controlling? This article presents the results of first-hand observations. Pages 26-38.

**Making Quality Count: Boca Raton's Approach to Quality Assurance**, by W. Gerald Glover, R. Scott Morrison, Jr., and Alfred C. Briggs, Jr. How one resort used quality assurance to organize its managers and staff to deliver excellent service. Pages 39-45.

**Career Planning in the Hospitality Industry**, by Frederick H. Antil. Before starting a career, or making other career moves, managers should take a personal inventory and plan where they want to go. Pages 46-52.

**The Basis of Hotel Selection (Part III of a Series)**, by Robert C. Lewis. This article begins the analysis of research data from a survey of guests at six hotels. Pages 54-69.

**A PR Primer for the Hotel Opening: The Case of Vista International**, by Karen Weiner Escalera. Public relations for a successful hotel opening should build on the "big three" preopening events—groundbreaking, topping off, and the grand opening—as well as the creation of other newsworthy events. Pages 70-73, 76-81.

**A "Grande" Opening**, by Joseph Guidice. This article explains how Sheraton created a new image for itself when it opened its Los Angeles flagship. Pages 74-75.

**How Cities Plan Special Events**, by Travis P. Dungan, Jr. It is a long path to staging a successful special event, such as an Olympiad or world's fair. But the payoffs for the host city can be great—civil recognition, public improvements, and an infusion of tourists. Pages 82-89.

**Scale Economies and the Experience Curve: Is Bigger Better for Restaurant Companies? (Part II of a Series)**, by Christopher W. Hart, Gary Spizizen, and D. Daryl Wyckoff. Contrary to expectations, expansion sometimes causes the demise of a previously successful restaurant operation. But by consciously seeking out means of performing more efficiently—and weighing the tradeoffs of growth—managers in some industry sectors can ride the "wheel of fortune." Pages 90-103.

**The Logic and Logistics of Commissaries**, by John D. Palmer. Multiple-unit restaurant operations can often benefit from centralizing food preparation in a commissary. In a carefully selected location, the commissary can deliver maximum benefits in volume purchasing, storage, and preparation. Pages 104-109.

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(Notes) **The Older Traveler: Challenge and Opportunities**, by Colette V. Browne. Pages 12-14.

(Notes) **Elderly Recreational Travelers: A Profile**, by Mary C. LaForge. Pages 14-15.

**The Hotel Controller: More than a Bookkeeper**, by A. Neal Geller and Raymond S. Schmidgall. The first-ever survey of hotel controllers reveals that as a group they are well-educated and well-paid—and have substantial management authority. Pages 16-22.

**Fast-Food Auditors: Gaining Currency?**, by David Lindsay and Larry Kreiser. Despite the importance of controls to making a profit in the fast-food segment, few chains employ more than five internal auditors. Pages 23-26.

**A Forecast of Lodging Supply and Demand**, by Daniel R. Lee. Assuming no economic cataclysm, lodging demand should grow fast enough to meet the growth in supply planned by large hotel chains. But a considerable boost in travel by older persons—a seemingly major change—will not affect demand as much as the general increase in the number of business and pleasure travelers from the aging baby-boom generation. Pages 27-40.

#### 1984 Educators' Forum

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• **Case Teaching: Special Issues in Hospitality**, by K. Michael Haywood and Judith A. Bauer. Pages 64-66.

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#### Trainers' Forum

• **Training for Small Hospitality Organizations**, by Kathryn N. Ransom and Florence Berger. Pages 69-74.

• **A Food-Service Training Program for Displaced Workers**, by Therese O'Connor. Pages 75-77.

**Task-Unit Scheduling for Improved Service and Productivity**, by Raymond J. Goodman, Jr., and Alistair Wilson. By focusing on individual tasks—not on a position as a whole—the hotel manager can build a schedule for each employee that matches available time to the tasks at hand. Once constructed, the schedule affords the manager great supervisory benefits. Pages 78-83.

**Marketing to Older Travelers**, by Stowe Shoemaker. A market segment often overlooked is the older traveler, particularly those who take charter or group bus tours. The Middlebury Inn in Vermont has successfully catered to this group by offering assistance with group tour planning. Pages 84-91.

**Hotel Food Service: Where's the Profit?**, by Bjorn Hanson. Many hotels' food-service operations cost more money than they bring in. It may be impossible to quantify the value of the lodging business attracted by the presence of hotel food service, but it is worthwhile nonetheless to examine the factors that limit hotel restaurants' profitability—and to estimate the cost of food service. Pages 92-96.

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## November 1984 (Vol. 25, No. 3)

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(Notes) **Improving Guest Surveys**, by *Ashton D. Trice and Walter H. Layman*. Pages 10–13.

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(Statistical Snapshots) **Focus on Lodging and Recession**, by *John D. Lesure*. Pages 17–19.

**Hotel Casinos: Strong Odds for Growth**, by *Daniel R. Lee*. Although casino gaming is far from recession-proof, revenues for most gaming companies have been strong, particularly those operating casinos in Atlantic City. Pages 20–29.

**Hiring a Lawyer: A Guide for the Restaurateur**, by *John E. H. Sherry*. No matter how small (or how large) a restaurant, proper legal representation can be important. Here are the steps to follow in choosing the right attorney. (The information in this article is excerpted from the author's book, *Legal Aspects of Foodservice Management*.) Pages 30–34.

**The Appraisal of Lodging Facilities—Update**, by *Stephen Rushmore*. The accuracy of the appraisal of a lodging operation depends largely on eliminating unfounded financial assumptions. This article presents valuation approaches that reflect the contemporary economic environment. Pages 35–46.

**A Market-Based Approach to Forecasting**, by *Peter C. Yesawich*. Developing realistic goals is essential to a property's financial performance. The forecasting method explained in this article reduces guesswork and can provide a concrete foundation for an effective marketing plan. Pages 47–53.

**The Product Life Cycle: How Useful? (Part III of a Series)**, by *Christopher W. Hart, Greg Casserly, and Mark J. Lawless*. Contrary to conventional wisdom, the product life cycle is of little use as a strategic-planning tool, and of essentially no use in predicting a product's future sales. Pages 54–63.

**Isolating Differences in Hotel Attributes (Part IV of a Series)**, by *Robert C. Lewis*. The factors involved in consumers' hotel selections are identified through multivariate analysis, a technique described in this article. Pages 64–77.

**New Tools for Achieving Service Quality**, by *D. Daryl Wyckoff*. Applying new management tools—known as statistical process controls—can assist managers and employees in achieving quality control in service operations, while accentuating the personal touch that is so important to satisfying guests. This article discusses these new techniques, using the experience of two firms, Rusty Pelican Restaurants and Midway Airlines, as examples of how service firms can apply these concepts. Pages 78–91.

**Service-Oriented Quality Control**, by *Carol A. King*. Setting quality standards for behavior can improve the service employees give guests—without sacrificing flexibility in meeting guests' needs. This article outlines management considerations for supporting service quality. Pages 92–98.

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(Guest Observer) **"Doer's Profile": The Management Consultant**. Page 9.

(Talk Back) **The Hotel Life Cycle**, by *Michael A. Leven*. Pages 10–11.

(Notes) **Why Club Managers Leave**, by *James M. McBeth and R. Wayne Mondy*. Pages 12–14.

(Statistical Snapshots) **Focus on Forecasting Food-Service Sales**, by *Ronald Paul*. Page 15.

**The Mentoring Process in Hotel General Managers' Careers**, by *Denney G. Rutherford and Jane Wiegenstein*. A survey of hotel general managers shows that just over two-thirds reported having experienced a mentoring relationship. This article shows how managers feel about that relationship. Pages 16–23.

**Employees as Assets: A Fresh Approach to Human-Resources Accounting**, by *Dennis H. Ferguson and Florence Berger*. In human-resources accounting, employees are seen as assets, and money spent on hiring and training employees is considered a capital investment. This article suggests a common ground for human-resources professionals and accountants. Pages 24–29.

**Upping the Organization: Enhancing Employee Performance through an Improved Work Climate**, by *Robert C. Mill*. Talented employees might fail to perform well if they are not motivated to do so. A manager's job is to use the motivational technique appropriate to each employee. Pages 30–37.

**Some Considerations for Hospitality Training Programs**, by *John B. Knight and Charles A. Salter*. Just as there are differences in hospitality educators' goals and trainers' goals, so do the content of college programs and that of training programs vary. This article shows how both trainers and educators can benefit from updating their training methods. Pages 38–43.

**Opryland Hotel: Managing Nashville's Complete Destination**, by *Michael R. Evans and Robert D. Reid*. By concentrating on employee training and by emphasizing guests' satisfaction, the Opryland Hotel takes advantage of its large facility to provide a broad scope of high-quality services. Pages 44–55.

**Restaurant Critics Respond: We're Doing Our Job**, by *John J. Schroeder*. This article presents the results of a survey in which restaurant critics working for big-city newspapers reported that they do their best to be fair in judging restaurants. Pages 56–63.

**Menu Analysis: A Better Way**, by *David K. Hayes and Lynn Huffman*. Restaurateurs could be doing themselves a disservice if their menu-analysis system employs an average. The authors of this article present a better approach—considering whether the profit generated by each item meets the manager's target. Pages 64–70.

**On-Strike: Legal Developments in Labor-Management Relations**, by *John P. Kohl and David B. Stephens*. This article reveals how a Supreme Court decision affected the way employers may treat persons hired to replace striking workers. A second Supreme Court ruling and subsequent legislation limited companies' freedom to abrogate labor contracts during bankruptcy proceedings. Pages 71–75.

**Tracking the Critical Success Factors for Hotel Companies (Part I of a Series)**, by *A. Neal Geller*. The first step in creating an effective executive information system is to determine the factors critical to an individual company's success. Pages 76–81.

**Predicting Hotel Choice: The Factors Underlying Perception (Part V of a Series)**, by *Robert C. Lewis*. Multiple-regression analysis of factors that determine hotel choice can provide marketers with information that ultimately allows the formulation of a marketing strategy based on customers' needs, desires, and perceptions. Pages 82–96.

